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PUBLIC UTILITIES  
COMMISSION

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The Honorable Chairman and Members of the  
Hawaii Public Utilities Commission  
Kekuanaoa Building, First Floor  
465 South King Street  
Honolulu, Hawaii 96813

Dear Commissioners:

Subject: Docket No. 2008-0083  
HECO 2009 Test Year Rate Case  
Rate Case Updates – Set #3

Enclosed is the third set of updates to Hawaiian Electric Company, Inc.'s ("HECO") 2009 test year estimates reflected in the Application, Direct Testimonies, Exhibits, and Workpapers filed with the Commission on July 3, 2008. This set includes updates to the following:

- HECO T-8 – Robert K.S. Young

Very truly yours,

Enclosure

cc: Division of Consumer Advocacy  
Michael L. Brosch, Utilitech, Inc.  
Joseph A. Herz, Sawvel & Associates, Inc.  
Dr. Kay Davoodi, Department of Defense  
David C. Coker / Gayle B. Chestnut, Department of Defense  
Ralph Smith, Larkin & Associates

RATE CASE UPDATE

**Ref: R. Young, HECO T-8, Transmission and Distribution O&M Expense; Transmission and Distribution Materials Inventory**

HECO is proposing to increase its T&D O&M test year estimate by \$409,100. The specific reasons for this increase are discussed below.

**C&M EMPLOYEE ADDITIONS**

As noted in the Company's response to CA-IR-220, due to the work load of the Energy Delivery process area in the test year and going forward, approximately 20,400 over-demanded C&M labor hours were transferred to outside services' expenses. (See Attachment 1 to this update). This significant amount of overdemand work to be performed by outside contractors must be scheduled, coordinated, overseen, and tracked by HECO's C&M staff. Even with the transfer of some 20,400 hours over overdemand work from C&M labor to outside services, there are still over 47,000 hours of C&M labor overdemand work remaining in the 2009 test year. (See Attachment 1 to this update). In order to administer the overdemand work being performed by contractors and to address its own substantial workload, an increase in C&M personnel is needed. As a result, C&M's revised staffing plan includes two new positions. These positions are a Senior Construction Manager and a Resource Planner. The labor expenses associated with the Senior Construction Manager and the Resource Planner increase the test year T&D O&M expenses by \$67,800 and \$39,200, respectively (see Attachment 2). Job descriptions for these two positions are provided in the Job Vacancy Requests ("JVR") that were given to Corporate Excellence to begin the hiring process (see Attachments 3 and 4). The major job functions of the two positions are described below.

Senior Construction Manager

The Construction Management Section provides improved oversight and management of contracting, construction, and construction management of capital and O&M projects. The Senior Construction Manager, who was hired in October 2008, directs the activities of this section. Major responsibilities of this position include:

- Serving as Program Manager with direct oversight of C&M's critical underground cable and service programs. Effective management of these programs is critical to addressing HECO's aging underground infrastructure and improving the reliability of the underground system.
- Ensuring compliance with State contractor license laws. The Senior Construction Manager will serve as the Company's Principal RME ("Responsible Managing Employee").
- Coordinating the contracted workload. HECO's aging T&D infrastructure, coupled with addressing reliability initiatives, will result in an increase in contracted work in the future to the point where it will be more than what the HECO C&M staff can manage. In the test year, the forecasted C&M workload resulted in an overdemand of approximately 67,700 hours. (See Attachment 1.) As noted above, HECO decided that approximately 20,400 of these overdemand hours would be performed by outside contractors (See Attachment 1).

Currently, the T&D Construction manager is performing the functions noted above. By creating the Senior Construction Manager position, the T&D Construction Manager will be able to focus on his core duties of field management of the outside contractors for which his/her position was initially established. Having the T&D Construction Manager focus on field management of the outside contractors will ensure that they are being effectively utilized. Issues that come up can be addressed quickly and better coordination will occur in the field between

HECO and the contractors, thereby ensuring that the contractors are transitioning from job to job effectively. The T&D Construction Manager reports to the Senior Construction Manager.

#### Resource Planner

The Resource Planner position will provide C&M the ability to address the increased work demands involved with planning capital and O&M project packages. The job functions that will be performed by the Resource Planner include:

- Pole loading calculations, required for all pole replacements. This task in some cases takes up a significant part of the job package preparation time.
- Coordinating customer outages so that the scheduled work can be performed.
- Ordering services and materials, creating requisitions, and submitting hold-offs<sup>1</sup> due to increased work requests and volume of work. HECO's field supervisors and crew leaders are reliant on resource planners to perform these functions so they can focus on their core responsibilities of executing the projects.
- Coordinating helicopter flights for system work. With the increasing demands for maintenance because of an aging system and HECO's focus on reliability, helicopters are being used more to access and maintain HECO's poles/structures on the mountain ridges.
- Handling and coordinating more complicated jobs because of competing priorities to get critical jobs done in a timely fashion.

The Planning function ensures the timely availability of planned and coordinated work for HECO's crews. This is becoming increasingly important with the competing priorities

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<sup>1</sup> Holdoff – a holdoff is a formal request for de-energizing portions of the electrical system to provide a safe working area for crews.

between external customer projects and the Company's desire to sustain and eventually improve the system reliability.

#### **REVISED AMI PROJECT EXPENSES**

The Customer Installations Department staffing plan for the AMI program for the 2009 test year presented in direct testimony is as follows:

1. One AMI Director;
2. One HECO AMI Project Manager;
3. One AMI Systems Administrator; and
4. Two AMI Systems Engineers.

However, since the filing of direct testimony, HECO has updated its 2009 test year staffing plan with the following positions:

1. One AMI Director;
2. One AMI Project Manager (cost shared among HECO, MECO, and HELCO at 67.5%, 17.5%, and 15% respectively;
3. One AMI Systems Administrator (cost shared among HECO, MECO, and HELCO at 67.5%, 17.5%, and 15% respectively;
4. One AMI Project Engineer (cost shared among HECO, MECO, and HELCO at 67.5%, 17.5%, and 15% respectively); and
5. Two AMI Systems Engineers (cost shared among HECO, MECO, and HELCO at 67.5%, 17.5%, and 15% respectively);

With this change, the AMI project manager will be splitting his/her time to support the AMI implementation at HECO, MECO and HELCO. Additionally, an AMI project engineer has been added with his/her time being split among the three utilities HECO, MECO and HELCO.

Using this updated staffing plan, the AMI labor expenses for the 2009 test year are as follows:

<u>O&amp;M Labor Expenses</u>	<u>Direct</u>	<u>Direct + Oncosts</u>
Original Staffing Plan	\$261,079	\$297,439
Updated Staffing Plan	\$283,471	\$323,491
Increase in Expenses	\$ 22,392	\$ 26,052

Thus, the updated staffing plan results in an increase of approximately \$26,000 in T&D O&M labor expenses, including on-costs. A discussion and detailed breakdown of the labor expenses with the initial and updated staffing plans are provided in HECO's response to CA-IR-217. Despite these higher current expense estimates for AMI project labor, HECO is not proposing any adjustments for the additional labor expenses and associated on-costs.

In addition, HECO plans to hire a management consultant to help develop the Request For Proposal ("RFP") for the Companies' AMI Meter Data Management System ("MDMS"). This is a prudent and proven approach used by HECO and many other companies. The management consultant will be selected based on relevant expertise to help avoid any risks or mistakes that could result from HECO's limited experience with large-scale AMI/MDMS systems. HECO believes that the management consultant will help to shorten the timeframe in which to develop the RFP by starting with the shell of a proven and vetted RFP document. From the perspective of the HECO Chief Information Officer ("CIO"), this is sound risk management and recommended for a project of the magnitude of AMI/MDMS. The estimated HECO portion of the cost of the consultant is \$80,300.

It is estimated that the consultant will expend 1,040 man-hours to perform this task. The estimated total cost for the consultant was calculated by multiplying the estimated man-hours (1,040) by the estimated consultant hourly rate (\$110/hr). The resultant estimated cost

(including taxes) is \$119,000 and because the consultant will support the AMI project for all the HECO companies, the cost is apportioned among HECO, MECO, and HELCO at 67.5%, 17.5%, and 15%, respectively.

Because AMI will help customers manage their energy use more effectively by allowing HECO to provide time-of-use or dynamic rate options, the Hawaii Clean Energy Initiative ("HCEI") Agreement<sup>2</sup> has identified the need to accelerate its implementation with an expedited approval process (HCEI, page 24). The additional resources identified in the updated AMI estimates are required in order to meet the aggressive schedule required by the HCEI agreement.

#### **ASSET MANAGEMENT GROUP**

An additional \$221,800 in T&D O&M labor expenses is required to fund the new Asset Management group within the System Operation department (see Attachment 2). This amount is the portion of the Asset Management group labor expenses attributed to O&M work.

The Asset Management group within the System Operation department will consist of five employees and will later transition into a separate department. The positions in this new department include a Manager, two Directors (Director of Energy Delivery Budgets and Director of Asset Programs), and two asset management program managers. Position descriptions for each of these positions are currently under review by Corporate Excellence and are attached as, Attachment 5, 6, 7 and 8. Internal approvals to staff these positions are being obtained. Except for the manager and director positions, all other positions may be posted both internally and externally to find qualified candidates to fill the positions. Candidates for the manager and director positions will likely be filled with internal candidates with the appropriate system and

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<sup>2</sup> Energy Agreement among the State of Hawaii, Division of Consumer Advocacy of the Department of Commerce and Consumer Affairs, and the Hawaiian Electric Companies, October 2008.

technical knowledge and years of experience to ensure that there is a smooth transition from a dispersed asset management structure to one with centralized oversight of the asset management function.

The positions for the Manager, Director of Asset Programs and one of the Program Managers are targeted to be filled by the end of 2008. The remaining Director and Program Manager positions are targeted to be filled by mid-2009. The \$221,800 for 2009 T&D labor O&M expenses reflects the planned timing of these hires. Because this group will normally be charging its time to a clearing account, the calculation to determine the impact to T&D O&M is based on the current O&M to capital ratio of approximately 53.73%.

The new Asset Management group will be responsible for providing recommendations regarding Energy Delivery's maintenance and replacement of HECO's aging T&D assets (see HECO T-8, page 5). Though reliability has thus far not been seriously impacted by the aging equipment (see HECO T-8, page 6), addressing the T&D aging asset issue after reliability has deteriorated is not desirable as this will lead to greater customer dissatisfaction and would have adverse effects on the activities of HECO's customers. Also, as noted on page 43 of the HCEI agreement, "maintaining and upgrading the electric grid is essential to supporting reliable, renewable energy and to using technologies (such as advanced metering) that give customer options for better managing energy use."

To address the impacts of the aging infrastructure and the need to upgrade it, the Asset Management department will provide centralized oversight of the assessment and evaluation of the performance of the different T&D assets. Asset system owners (for example, there will be system owners for poles, overhead lines, underground cables, substation equipment such as transformers, circuit breakers, and switches) will use inspection records, test data, age, and



outage history as well as other information available on the asset to evaluate the condition and performance of the asset. Using this information the Asset Management department will provide recommendations on the maintenance or replacement of the system equipment.

Working with the other Energy Delivery process area managers, the maintenance and equipment replacement recommendations will be evaluated and priorities will be agreed upon. Once agreement is reached, the process area will have a basis for prioritizing the O&M and capital spending.

Having the Asset Management department coordinate this review and formulate recommendations ensures that assets on the T&D system are evaluated and the work prioritized to address the aging infrastructure and to maintain reliability of the system.

## **SUMMARY**

The following table summarizes the update to the 2009 test year T&D O&M expenses. The update is the result revised staffing plans and other expenses that changed after the 2009 budget was developed. In the Energy Delivery process area, seven employees are being added to support the construction and maintenance activities and to address the T&D system's aging assets. The Senior Construction Manager will assist the C&M department by providing improved oversight of the contractors that will be used to help C&M accomplish its workload. For C&M and its increasing workload, the Resource Planner will assist the C&M supervisors with planning and coordinating activities necessary to support the work packages assigned to the crews. Also, the five positions in the Asset Management department will assist the EDP area with developing and implementing plans to address the maintenance and/or replacement of the aging assets on HECO's system by, among other things, providing input on the priority of the work for maintenance as well as making recommendations for the T&D capital projects.

The AMI project is also making changes to the project personnel included in the discussion of AMI expenses in direct testimony (HECO T-8, pages 53-54) in order to provide more support to the AMI project initiatives on Oahu and to the neighbor island utilities, MECO and HELCO. Besides the personnel changes, outside services costs have been increased by \$80,300 to provide the project with a management consultant that will assist with the RFP for the MDMS system. Having this expertise should result in a more thorough RFP and project implementation. The table below details the Company's updated T&D O&M test year estimate of \$409,100.

Rate Case Update	T&D O&M Impact
C&M Senior Construction Manager	\$67,800
C&M Resource Planner	\$ 39,200
1 AMI Director	\$0
1 AMI Project Manager	
1 AMI Systems Administrator	
1 AMI Project Engineer	
2 AMI Systems Engineer	
AMI IT Project Management	\$80,300
1 Asset Management Manager	\$221,800
2 Asset Management Directors	
2 Asset Management Program Managers	
Total	\$409,100

Exhibits HECO-801, 802, 807, 808, 809, 810, 811 812, 833 and 834 have been revised to reflect the update to the 2009 T&D O&M test year estimate and are provided on pages 10-19.

HECO-801  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
TRANSMISSION AND DISTRIBUTION  
OPERATION & MAINTENANCE EXPENSE  
(\$ Thousands)

2009  
TEST YEAR

TOTAL T&D O&M EXPENSE

44,867

Source: HECO-802

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-801 in direct testimony.

HECO-802  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
TRANSMISSION AND DISTRIBUTION  
OPERATION & MAINTENANCE EXPENSE  
(\$ Thousands)

	(A) OPERATING BUDGET	(B) BUDGET RATEMAKING ADJUSTMENTS	(C) NORMAL- IZATION	(D) 2009 TEST YEAR ESTIMATE	(E) ADJUSTMENTS	(F) 2009 TEST YEAR UPDATE
1 Transmission Expense	\$ 14,025	\$ (58)	\$ -	\$ 13,967	\$ 83	\$ 14,050
2 Distribution Expense	\$ 30,511	\$ (19)	\$ -	\$ 30,492	\$ 325	\$ 30,817
3 TOTAL T&D O&M EXPENSE	\$ 44,536	\$ (77)	\$ -	\$ 44,459	\$ 408	\$ 44,867

Source: HECO-833 and HECO-834.

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-802 in direct testimony.

HECO-807  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 Test Year

REVISED  
TRANSMISSION & DISTRIBUTION O&M EXPENSE  
(\$ Thousands)

	RECORDED					FORECAST	TEST YEAR UPDATE	2007 vs 2009	
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H=G-E)	(I=H/E)
	2003	2004	2005	2006	2007	2008	2009	\$	%
1 Transmission O&M	\$6,989	\$8,107	\$7,831	\$9,490	\$10,365	\$10,231	\$14,050	\$3,685	36
2 Distribution O&M	\$17,219	\$21,002	\$23,042	\$22,170	\$25,575	\$24,108	\$30,817	\$5,242	20
3 Total	\$24,208	\$29,109	\$30,873	\$31,660	\$35,940	\$34,339	\$44,867	\$8,927	25
4 Increase / (Decrease)		20%	6%	3%	14%	-4%	31%		

Source:

HECO-WP-101(A) pages 3 and 4, run date 6/6/08 Rpt. S1 for columns A-F  
HECO-809 lines 7, 14&15 for column G

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-807 in direct testimony.

HECO-808  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
TRANSMISSION O&M EXPENSE  
(\$ Thousands)

		2009 TEST YEAR <u>ESTIMATE</u>
<u>Transmission Expense</u>		
1	Operations	\$ 7,000
2	Maintenance	<u>\$ 7,050</u>
3	Total	<u><u>\$ 14,050</u></u>

Source:

HECO-809 lines 3, 6&7

Note 1: Originally submitted as HECO-808 in direct testimony.

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Hawaiian Electric Company, Inc.  
2009 TEST YEAR  
REVISED  
TRANSMISSION AND DISTRIBUTION  
OPERATION AND MAINTENANCE EXPENSE  
(\$ Thousands)

	(A)	(B)	(C)	(D)	(E)	(F)
	OPERATING	BUDGET	NORMAL-	2009		2009
	BUDGET	RATEMAKING	IZATION	TEST YEAR	ADJUSTMENT	TEST YEAR
		ADJUSTMENTS		ESTIMATE		UPDATE
<u>Transmission Operation</u>						
1 Labor	\$ 2,902	-	-	\$ 2,902	\$ 49	\$ 2,951
2 Non-Labor	\$ 4,114	(65)	-	\$ 4,049	\$ -	\$ 4,049
3 TOTAL	\$ 7,016	(65)	-	\$ 6,951	\$ 49	\$ 7,000
<u>Transmission Maintenance</u>						
4 Labor	\$ 2,083	-	-	\$ 2,083	\$ 34	\$ 2,117
5 Non-Labor	\$ 4,926	7	-	\$ 4,933	\$ -	\$ 4,933
6 TOTAL	\$ 7,009	7	-	\$ 7,016	\$ 34	\$ 7,050
7=3+6 TOTAL TRANS O&M	\$ 14,025	(58)	-	\$ 13,967	\$ 83	\$ 14,050
<u>Distribution Operation</u>						
8 Labor	\$ 6,712	-	-	\$ 6,712	\$ 151	\$ 6,863
9 Non-Labor	\$ 6,945	(44)	-	\$ 6,901	\$ 80	\$ 6,981
10 TOTAL	\$ 13,657	(44)	-	\$ 13,613	\$ 231	\$ 13,844
<u>Distribution Maintenance</u>						
11 Labor	\$ 5,761	-	-	\$ 5,761	\$ 94	\$ 5,855
12 Non-Labor	\$ 11,094	25	-	\$ 11,119	\$ -	\$ 11,119
13 TOTAL	\$ 16,855	25	-	\$ 16,880	\$ 94	\$ 16,974
14=10+13 TOTAL DIST O&M	\$ 30,512	(19)	-	\$ 30,493	\$ 325	\$ 30,818
15=7+14 GRAND TOTAL O&M	\$ 44,537	(77)	\$ -	\$ 44,460	\$ 408	\$ 44,868

Source:

HECO-WP-101(A) run date 6/6/08 pages 3&4 for column A

HECO-WP-810 for column B

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-809 in direct testimony.

Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
TRANSMISSION O&M EXPENSE  
(\$ Thousands)

	RECORDED				OPERATING BUDGET (F)	TEST YEAR UPDATE (G)	2007 vs 2009 (H=G-E) (I=H/E)	
	(A)	(B)	(C)	(D)	(E)		\$	%
1	2003	2004	2005	2006	2007	2009	\$	%
Operation	\$3,275	\$3,532	\$3,971	\$4,236	\$4,520	\$7,000	\$ 2,480	55
2								
Maintenance	\$3,714	\$4,574	\$3,861	\$5,253	\$5,845	\$7,050	\$ 1,205	21
3								
Total	\$6,989	\$8,107	\$7,832	\$9,489	\$10,365	\$14,050	\$ 3,685	36
6								
Increase / (Decrease)		16%	-3%	21%	9%	-1%		37%

Source:  
HECO-WP-101(A), page 3 run 6/6/08 Rpt. S1 for columns A-F  
HECO-809 lines 3,6&7 for Column G  
Note 1: Figures may not total exactly due to rounding.  
Note 2: Originally submitted as HECO-810 in direct testimony.



HECO-811  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
DISTRIBUTION O&M EXPENSE  
(\$ Thousands)

<u>Distribution Expense</u>		2009 TEST YEAR <u>ESTIMATE</u>
1	Operation	\$ 13,844
2	Maintenance	<u>\$ 16,973</u>
3	Total	<u><u>\$ 30,817</u></u>

Source: HECO-809 lines 10, 13&14.

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-811 in direct testimony.

HECO-812  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR  
REVISED  
DISTRIBUTION O&M EXPENSE  
(\$ Thousands)

	RECORDED					OPERATING BUDGET (F)	TEST YEAR UPDATE (G)	2007 vs 2009 (H=G-E) (I=H/E)	
	(A)	(B)	(C)	(D)	(E)			\$	%
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>		
1	Operation	\$7,802	\$8,404	\$9,550	\$9,040	\$10,667	\$ 13,844	\$3,177	30
2	Maintenance	\$9,417	\$12,597	\$13,492	\$13,130	\$14,908	\$ 16,973	\$2,065	14
3	Total	\$17,219	\$21,002	\$23,042	\$22,170	\$25,575	\$ 30,817	\$5,242	20
6	Increase / (Decrease)		22%	10%	-4%	15%	-6%	28%	

Source:

HECO-WP-101(A) page 4 run 6/6/08 Rpt. S1 for columns A-F  
HECO-809 lines 10, 13&14 for column G

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-812 in direct testimony.

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HECO T-8  
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HECO-833  
DOCKET NO. 2008-0083  
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Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
REVISED TRANSMISSION OPERATION AND  
MAINTENANCE EXPENSE ADJUSTMENTS

	<u>BUDGET</u>	<u>BUD ADJ</u>	<u>NORM</u>	<u>DIRECT</u>	<u>ADJUST</u>	<u>UPDATE</u>
TRANSMISSION OPER						
LABOR	2,902			2,902	49	2,951
NON-LABOR	<u>4,114</u>	<u>(65)</u> <sup>(1)</sup>		<u>4,049</u>	<u>0</u>	<u>4,049</u>
TOTAL	7,016	(65)	0	6,951	49	7,000
TRANSMISSION MAINT						
LABOR	2,083			2,083	34	2,117
NON-LABOR	<u>4,926</u>	<u>7</u> <sup>(2)</sup>		<u>4,933</u>	<u>0</u>	<u>4,933</u>
TOTAL	7,009	7	0	7,016	34	7,050
TRANSMISSION - TOTAL						
LABOR	4,985	0	0	4,985	83	5,068
NON-LABOR	<u>9,040</u>	<u>(58)</u>	<u>0</u>	<u>8,982</u>	<u>0</u>	<u>8,982</u>
TOTAL	14,025	(58)	0	13,967	83	14,050

<sup>(1)</sup> Remove Incentive plans <\$59K> and restricted stock <\$8K>; Abandoned projects expense +\$2K.

<sup>(2)</sup> Abandoned projects expense +\$7K.

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-833 in direct testimony.

Hawaiian Electric Company, Inc.  
2009 TEST YEAR

REVISED  
DISTRIBUTION OPERATION AND  
MAINTENANCE EXPENSE ADJUSTMENTS

	<u>BUDGET</u>	<u>BUD ADJ</u>	<u>NORM</u>	<u>DIRECT</u>	<u>ADJUST</u>	<u>UPDATE</u>
DISTRIBUTION OPER						
LABOR	6,712			6,712	151	6,863
NON-LABOR	6,945	(44) <sup>(1)</sup>		6,901	80	6,981
TOTAL	13,657	(44)	0	13,613	231	13,844
DISTRIBUTION MAINT						
LABOR	5,760			5,760	94	5,854
NON-LABOR	11,094	25 <sup>(2)</sup>		11,119	0	11,119
TOTAL	16,854	25	0	16,879	94	16,973
DISTRIBUTION - TOTAL						
LABOR	12,472	0	0	12,472	245	12,717
NON-LABOR	18,039	(19)	0	18,020	80	18,100
TOTAL	30,511	(19)	0	30,492	325	30,817

<sup>(1)</sup> Remove incentive plans <\$143K>; Abandoned projects expenses +\$99K.

<sup>(2)</sup> Abandoned projects expenses +\$25K

Note 1: Figures may not total exactly due to rounding.

Note 2: Originally submitted as HECO-834 in direct testimony.

\*See separate sheets for oncost calculations by each labor class

1. 3,390 (NE) D\_ OHCREW hrs from CA-IR-1, Att. 5A, p 31 (PDS, P0000122) were transferred to (NE) EE 505 in CA-IR-2, Att. 1, p 3 (PDS, P0000122, ACT 478). This calculated cost of \$346,492 is included in the \$1,259,349 total in CA-IR-2, Att. 1, p 3 (PDS, P0000122, ACT 478, EE 505).

2. 348 (NE) D\_ OHCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NE) EE 505 in CA-IR-2, Att. 1, p 4 (PDS, P1810000, ACT 476). This calculated cost of \$35,569 is included in the \$73,840 total in CA-IR-2, Att. 1, p 4 (PDS, P1810000, ACT 476, EE 505).

3. 3708 (NI) D\_ OHCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NI) EE 505. This transfer was (NI) direct labor to (NI) O/S so does not impact the (NE) forecast.

4. 1704 (NR) D\_ OHCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NR) EE 505. This transfer was (NR) direct labor to (NR) O/S so does not impact the (NE) forecast.

5. 5500 (NE) D\_ UGCREW hrs from CA-IR-1, Att. 5A, p 31 (PDS, P0000122) were transferred to (NE) EE 505 in CA-IR-2, Att. 1, p 3 (PDS, P0000122, ACT 478). This calculated cost of \$578,545 is included in the \$1,259,349 total in CA-IR-2, Att. 1, p 3 (PDS, P0000122, ACT 478, EE 505).

6. 348 (NE) D\_ UGCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NE) EE 505 in CA-IR-2, Att. 1, p 4 (PDS, P1810000, ACT 476). This calculated cost of \$36,806 is included in the \$73,840 total in CA-IR-2, Att. 1, p 4 (PDS, P1810000, ACT 476, EE 505).

7. 3708 (NI) D\_ UGCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NI) EE 505. This transfer was (NI) direct labor to (NI) O/S so does not impact the (NE) forecast.

8. 1704 (NR) D\_ UGCREW hrs from CA-IR-1, Att. 5A, p 8 (P1810000) were transferred to (NR) EE 505. This transfer was (NR) direct labor to (NR) O/S so does not impact the (NE) forecast.

9. The \$1,259,349 total in CA-IR-2, Att. 1, p 3 (PDS, P0000122, ACT 478, EE 505) = \$346,492 + \$378,545 + \$64,006 from CA-IR-2, Att. 5A, p 21 (P0000122), D\_ UGCREW, O/S Svc-Const) + \$282,154 (from CA-IR-2, Att. 5A, p 47 (P0000359), D\_ UGCREW, O/S Svc-Const).

10. The \$73,840 total in CA-IR-2, Att. 1, p 4 (PDS, P1810000, ACT 476, EE 505) = \$35,569 + \$1,624 from CA-IR-2, Att. 5B, p 18 (P1810000), D\_ OHCREW, O/S Svc-Const).

Nov 25\_TD Adj.xls

<u>RA</u>	<u>Labor Change Desc</u>	<u>Count</u>	<u>LbrClass</u>	<u>Change in Hours</u>	<u>To Account</u>		<u>(EE150&amp;421) LABOR</u>
PRA	Add 1 Asset Mgmt Grp Manager	1	E-ED	1,800	184060	Alloc	66,945.43
PRA	Add 1 Asset Mgmt Grp - Director #1	1	F-ED	1,800	184060	Alloc	56,355.25
PRA	Add 1 Asset Mgmt Grp - Director #2	1	F-ED	900	184060	Alloc	28,177.62
PRA	Add 1 Asset Mgmt Grp - Prj Mgr #1	1	PRJMGT	1,840	184060	Alloc	46,880.93
PRA	Add 1 Asset Mgmt Grp - Prj Mgr #2	1	PRJMGT	920	184060	Alloc	23,440.46
		<u>5</u>		<u>7,260</u>			<u>221,799.69</u>
PDP	Add 1 C&M - Sr. Const Mgr	1	TCS-ED	960	588	DO	42,604.80
			TCS-ED	1,056	184060	Alloc	25,180.71
PDP	Add 1 C&M - Resource Planner	1	TC-ED	1,883	184060	Alloc	39,214.88
		<u>2</u>		<u>3,899</u>			<u>107,000.39</u>
		<u>7</u>		<u>11,159</u>			<u>328,800.08</u>

Allocated as follows (Labor):

	221,799.69	
	25,180.71	
	<u>39,214.88</u>	
	286,195.28	
TO	48,653.20	17%
TM	34,343.43	12%
DO	108,754.21	38%
DM	<u>94,444.44</u>	33%
	286,195.28	100%

Summary	Labor		Total
TO	48,653.20		48,653.20
TM	34,343.43		34,343.43
DO	108,754.21	42,604.80	151,359.01
DM	<u>94,444.44</u>		<u>94,444.44</u>
	286,195.28	42,604.80	328,800.08
	Non-Labor Adjustments		
DO	AMI IT Outside Svcs (587)		<u>80,256.00</u>
			80,256.00
	TOTAL T&D ADJUSTMENTS		<u>409,056.08</u>



Hawaiian Electric Company, Inc.  
An Equal Opportunity/Affirmative Action Employer

**JVR #: P2263**  
**Application Deadline: 9/22/08**

## MERIT JOB VACANCY NOTICE

**Position:** Sr. Construction Manager  
**Role:** Teacher/Coach Supervisor  
**Number of Vacancies:** One (1)  
**Department:** Construction and Maintenance  
**Division:** Planning  
**Primary Work Location:** Waiau  
**Remarks:**

Plans, directs, manages and controls the functions and activities of the Construction Management Section to support, protect and expand corporate facilities/requirements for HECO and its subsidiaries.

### Job Responsibilities

- Plans and manages the functions and activities of the Construction Management Section and its personnel in the contracting, construction, and construction management of capital and/or O&M projects. Supervises and administers sectional personnel matters including performance appraisals, interviews, employee recognition, disciplinary action, and safety. Facilitates communications between Departments and Company work groups to foster teamwork and coordination in the contracting of work.
- Sets priorities for section. Develops, implements and maintains guidelines and procedures for the professional and efficient management of construction projects.
- Serves as the Company's (HECO, HELCO, MECO) Principal RME (Responsible Managing Employee) as required by State of Hawaii contracting laws. The Principal RME is responsible for ensuring the Company complies with all contractor license laws.
- Program Manager for Underground Cables and Services Programs. Also, manages capital and/or O&M budgets and explains variances for other assigned projects and/or programs to ensure alignment with Company/Department goals and objectives.
- Hires and manages outside consultant/contractors to supplement and/or support the work of the section. Performs on-site investigations.
- Serves as the primary line of communications with section personnel and higher management to support two-way communications.

All positions open to external applicants will be listed on the  
Employment Hotline at 543-4611 and at <http://careers.heco.com>.

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FOR DISTINGUISHED INDUSTRY LEADERSHIP



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**Post on Bulletin Board From: 9/16/08 – 9/22/08**

**Should you have any questions, please contact Workforce Staffing & Development at 543-4686 or 543-4641.**



**Hawaiian Electric Company, Inc.**  
An Equal Opportunity/Affirmative Action Employer

**JVR #: P2263**  
**Application Deadline: 9/22/08**

- Ensures sufficient trained staff and resources are made available to effectively handle the work of the section.
- Negotiates work standards and related matters of Bargaining Unit employees with Union officials.

***Knowledge Requirements:***

- Extensive knowledge of Hawaii construction laws, Hawaii Contractor Licensing laws and requirements, OSHA regulations, and HECO safety and construction standards and specifications.
- Thorough knowledge of the union contract, Company policies, and Department policies and practices.
- Thorough knowledge and familiarity with the appropriate state and federal regulations/permits, laws and codes.
- Extensive knowledge of T&D electrical construction methods and the ability to apply this knowledge in the management of T&D electrical construction sites.
- Thorough knowledge of hold-off procedures. May be required to qualify to accept and return hold-offs, limited hold-offs, and electrical work clearances on electrical facilities.
- Working knowledge of construction contracting, scheduling, estimating and cost tracking.
- Working knowledge of personal computers and/or mainframe systems and related software applications such as; spreadsheets, word processing, etc.

***Skills Requirements:***

- Must have or be able to qualify for State of Hawaii's driver's license and HECO driver's license to perform on-site inspections and attend meetings.
- Must have or be able to qualify for licenses/certificates as required by the Company/Department (i.e., Contractor's C13, C63, etc.).
- Ability to handle difficult and/or sensitive issues while using tact, courtesy and discretion.
- Excellent written and oral communication skills. Ability to effectively communicate and work with various levels and groups of the organization, both bargaining unit and merit, verbally and in written communications. Ability to be proactive and self-directed.
- Demonstrated skills to influence, motivate, and persuade various groups or individuals.
- Demonstrated ability to provide work direction to contractors.
- Ability to handle difficult or sensitive issues while using tact, courtesy and discretion.
- In-depth analytical and computational skills.
- Ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities.
- Ability to conceptualize new ideas quickly.
- In-depth analytical, computational, organizational, and conceptual skills to handle various projects and programs.

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**Hawaiian Electric Company, Inc.**  
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**JVR #: P2263**  
**Application Deadline: 9/22/08**

**Experience Requirements:**

- Extensive (7 or more years) related work experience in the construction of overhead, underground and/or substation electrical facilities.
- Few (1-2) years of related work experience in supervisory or team lead capacity.
- Several (3-5) years of project management experience with an electrical utility preferred.
- Few (1-2) years of related experience in preparing operating budgets and managing expenses preferred.

If there are no applicants with this experience, the company may consider applicants without such experience who meet the knowledge/skill requirements. If such an applicant is hired, he or she will initially be placed on a development plan commensurate with their education and experience level.

**To Apply:**

Any employee who meets the minimum requirements should apply on-line at Café BEST by clicking on the link below:

[http://intranet/humanresources/jvns/vn\\_eol\\_apply.asp?id=2668](http://intranet/humanresources/jvns/vn_eol_apply.asp?id=2668)

(Should you have problems linking to the on-line application, please call 543-4686.)

**Submittal of an application for the position:**

1. *Authorizes HECO to share any and all information regarding previous or present employment, educational training or personal information from their records and from any other source with the hiring department or subsidiary company;*
2. *Releases and waives HECO from any and all liability for any damage which may be claimed as a result of furnishing such information to the hiring department or subsidiary company; and*
3. *Authorizes release and transfer of all personnel records to be maintained by the hiring company in the event of an inter-company transfer.*

**NOTE:** a) To the extent permitted by law, HECO may conduct a criminal conviction record inquiry for the past 10 years. b) HECO is an equal employment opportunity and affirmative action employer. We actively seek diversity among our employees. We do not discriminate on the basis of age, race, color, religion, gender/sex, national origin, ancestry, disability, marital status, arrest and court record, sexual orientation, veteran status, or other protected categories in accordance with state and federal laws. c) If you require accommodations during the application process, please contact Workforce Staffing & Development at 543-4686 or 543-4641.

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**Post on Bulletin Board From: 9/16/08 – 9/22/08**



Hawaiian Electric Company, Inc.  
An Equal Opportunity/Affirmative Action Employer

JVR #: P2347  
Application Deadline: 11/26/08

## MERIT JOB VACANCY NOTICE

**Position:** Resource Planner  
**Role:** Teacher/Coach  
**Number of Vacancies:** One (1)  
**Department:** Construction & Maintenance  
**Division:** Energy Delivery  
**Primary Work Location:** Ward  
**Remarks:**

### Primary Responsibilities:

Researches, plans, schedules, monitors, and coordinates work and materials to integrate and manage maintenance and project activities for optimal utilization of Construction & Maintenance resources.

- Develops the workscope for the work to be performed for customer, system, corrective & preventive maintenance activities (Overhead and Underground) taking into account forecasted budgets and variances, past history, performance monitoring and other documentation. This information will come from Maintenance Engineers, Engineering & Customer Engineering and computerized systems like SIMS, Ellipse, & etc..
- Plans the work to be done for customer, system, corrective and preventive activities based on work scopes developed. Planning includes researching and identifying the work to be done; writing work procedures; researching, identifying, preparing requisitions and ordering equipment, services, and materials needed to accomplish the job; submitting holdoffs and making customer outage arrangements for the safety of personnel performing the work; understanding community impacts related to scheduled jobs and ensuring proper notifications and arrangements are made; and estimating job duration and manpower requirements. Coordination of work with and for customers and government agencies may be required. Ensures compliance with all appropriate documentation systems (SIMS, Ellipse, & etc.), and work planning policies and procedures.
- Creates the schedule to coordinate Construction & Maintenance personnel, vendors, and outside services for customer, system, corrective and preventive activities in which resource utilization is maximized. Prepares the schedule in the software available, and takes into account other work, equipment and resource availability, materials availability and budget constraints. Coordinates work between various C&M divisions.
- Evaluates and measures work progress on a daily basis; adjusts and updates computerized schedule and the allocation of resources and materials as needed to ensure that the work planned is completed per schedule. Provides updates and estimates of effort needed to complete work. Coordinates and facilitates project meetings, before, during and after the work effort if needed.

All positions open to external applicants will be listed on the  
Employment Hotline at 543-4611 and at <http://careers.heco.com>.

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Hawaiian Electric Company, Inc.  
An Equal Opportunity/Affirmative Action Employer

JVR #: P2347  
Application Deadline: 11/26/08

- Identifies the present and future demand schedules for projects/work, in close collaboration with other departments for work & budgetary purposes. Creates work orders to track costs. Prepares reports on resource needs and availability for all resources including but not limited to personnel, monetary, equipment and material.
- Establishes benchmarks with respect to tasks and resource allocation.
- Promotes teamwork and self-directed workforce in support of the corporate and department mission/vision.
- Supports two-way communication to ensure feedback is received and customer satisfaction is achieved.
- Interacts with all employees and other internal and external suppliers and customers in a positive, supportive, and collaborative manner, to ensure the fulfillment of company strategic objectives.

***Knowledge Requirements:***

- Working knowledge of estimating, planning, or scheduling of construction, maintenance or operations activities highly desirable
- General knowledge of electrical utility transmission and distributions system facilities and equipment, acceptable work practices, and safety requirements desirable.
- Ability to read and understand construction drawings and standards preferably with some knowledge of electrical drawings (one line diagrams, electronic mapping programs & etc.)
- Understanding of warehouse operations such as researching inventory and ordering equipment and materials preferred.
- Proficiency with personal computers, mainframe systems, and related software applications (i.e., project management, spreadsheets, word processing, such as MS Project, Excel, Word, Outlook, etc.)
- Working knowledge of construction management and contract administration principles.
- General knowledge of budgeting and forecasting and utility finance or accounting methods.
- Working knowledge of project management principles.
- Familiarity with applicable state and federal regulations/permits, laws, and codes.

***Skills Requirements:***

- Self starter. Able to support department and/or company goals and objectives with little or no direction.
- Strong interpersonal skills to create teamwork between staff, internal and external customers and suppliers (personnel in both the bargaining unit and merit positions)
- Strong job planning skills, including estimation, task sequencing, and resource allocation.
- Strong organizational skills.
- Ability to effectively communicate to all levels of personnel (internal/external customers and suppliers), both in written and verbal communications.
- Ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities.
- Must have or be able to qualify for State of Hawaii driver's license and HECO driver's license to conduct on-site coordination.
- Demonstrate analytical, conceptual and problem solving skills to assess the demands of the work, recommend proper actions, and handle multiple systems, projects and programs with minimal supervision.

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Employment Hotline at 543-4611 and at <http://careers.heco.com>.

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Hawaiian Electric Company, Inc.  
An Equal Opportunity/Affirmative Action Employer

JVR #: P2347  
Application Deadline: 11/26/08

- Excellent verbal and written communication skills.
- Leadership skills and ability to work with a variety of individuals occasionally dealing with sensitive, difficult or confrontational issues.

*Experience Requirements:*

- Graduate of a Lineman apprenticeship program or equivalent with multiple (5-7) years experience in the construction and maintenance of utility facilities or equipment, some of that experience preferably at the working foreman level or supervisory level experience; or
- Engineering degree in mechanical, electrical or civil disciplines with several (3-5) years of experience in the design, operations or maintenance of utility facilities or equipment or equivalent; or
- Multiple (5-7) years experience as a construction manager for small to large construction projects, preferably with exposure to electric utility work practices, construction contract administration, utility finance or accounting methods, and materials management; or
- Extensive (7 or more) years experience in the estimating, planning, or scheduling of construction, maintenance or operations activities preferably related to utility facilities or equipment
- A few (1-3) years experience in project management is desirable.

If there are no applicants with this experience, the company may consider applicants without such experience who meet the knowledge/skill requirements. If such an applicant is hired, he or she will initially be placed on a development plan commensurate with their education and experience level.

*To Apply:*

Any employee who meets the minimum requirements should apply on-line at Café BEST by clicking on the link below:

[http://intranet/humanresources/jvns/jvn\\_eol\\_apply.asp?id=2769](http://intranet/humanresources/jvns/jvn_eol_apply.asp?id=2769)

(Should you have problems linking to the on-line application, please call 543-4686.)

*Submittal of an application for the position:*

1. *Authorizes HECO to share any and all information regarding previous or present employment, educational training or personal information from their records and from any other source with the hiring department or subsidiary company;*
2. *Releases and waives HECO from any and all liability for any damage which may be claimed as a result of furnishing such information to the hiring department or subsidiary company; and*
3. *Authorizes release and transfer of all personnel records to be maintained by the hiring company in the event of an inter-company transfer.*

NOTE: a) To the extent permitted by law, HECO may conduct a criminal conviction record inquiry for the past 10 years. b) HECO is an equal employment opportunity and affirmative action employer. We actively seek diversity among our employees. We do not discriminate on the basis of age, race, color, religion, gender/sex, national origin, ancestry, disability, marital status, arrest and court record, sexual orientation, veteran status, or other protected categories in accordance with state and federal laws. c) If you require accommodations during the application process, please contact Workforce Staffing & Development at 543-4686 or 543-4620.

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Post on Bulletin Board From: 11/20/08-11/26/08

**HAWAIIAN ELECTRIC COMPANY**  
**MERIT**  
**POSITION DESCRIPTION**

**Position Title:** Manager, Asset Management  
**Department:** Asset Management  
**Reports to:** Vice President, Energy Delivery

**Job Code:** M244

**Role:** E

**FLSA:** E

**Date:** 9/22/2008

**Primary Role/Function**

Responsible for managing the portfolio of assets in the Energy Delivery system including the transmission, substation and distribution systems to ensure the mitigation of all risk, while systematically deriving the highest value from facility assets, return on capital investment, to meet corporate expectations of financial management and reliability to customers.

**Job Responsibilities**

- \* 50% Responsible for developing, initiating and managing activities in the Energy Delivery functional departments to achieve the best net total impact solutions between conflicting priorities: usually reliability and investment. Desired outcome is that the Energy Delivery process area will achieve corporate goals of risk mitigation, systematically derive the highest value from facility assets, and financial management.
- \* 20% Responsible for determining priorities for replacing assets in a timely and cost effective manner. Responsible for managing the Capital and O&M budgets for Energy Delivery Process Area to meet present and forecasted operational needs. Strategizes with the Vice President, Energy Delivery and Power Supply and the Managers of Energy Delivery, Power Supply, Customer Service and other Executives for organizational alignments.
- \* 15% Responsible for supporting other Managers and their teams in Energy Delivery, Power Supply and Customer Service to succeed in executing priorities and achieving industry benchmarks of performance.
- \* 10% Develops strong teamwork through communication and understanding with all Departments, especially Sys Ops, C&M, Customer Service and Power Supply O&M, to exceed performance expectations of cost, output, schedule and quality. Leads the effort to bring about progressive and forward looking culture change.
- \* 5% Enables the development of systems and processes to provide all support needed by the Executives and Managers in the smooth functioning of the Energy Delivery Process area.

\* Denotes a "Fundamental Responsibility"

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor

1

**Manager, Asset Management M244**

**Minimum Qualifications**

**Knowledge Requirements:**

- Extensive knowledge of the planning, design, operational and functional criticality of the energy delivery system in detail and its dependence on the generating systems.
- Extensive knowledge and experience in the management of threats and system risk, based upon equipment malfunction or sub optimal performance and how a simple event can easily escalate into a catastrophic system outage.
- Excellent understanding of how these threats can be rated in terms of relative risk and mitigated proactively.
- Budgeting and forecasting processes (including annual Operating Forecast; Capital Budgets, O&M Budgets; impact on Earnings, etc.)
- Extensive knowledge of developments in industry through contacts and Consultants, latest thinking and best practices, emergence of new trends and their application to HECO, operational benchmarks, etc.
- Good understanding of HECO's culture and how best to influence change towards an active and concerted asset management approach.
- Good working knowledge of PUC application for capital projects.
- Extensive knowledge of policies and procedures contained in such documents as Company/Union agreement; Accident Prevention Manual; General Information Manual, etc.

**Skills Requirements**

- Demonstrated "highly advanced" risk mitigation capability through years of in-depth analytical and front line experience in prioritizing and managing daily system risk.
- Select that one priority amongst numerous competing and conflicting choices that can best reduce operational and financial risk.
- Business and Financial skills and how the Capital and O&M decisions and tradeoffs, and operational performance can impact earnings.
- Demonstrated ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities. Be cool under pressure.
- Have the ability to become a credible Rate Case witness if needed to assemble the submittal and provide testimony.
- Work with people at all levels in other Departments to catalyze meaningful change successfully.
- Demonstrated supervisory/leadership skills including coaching, mentoring and development of employees, effective written, oral, and listening communication skills; conflict resolution skills; the ability to work with a variety of individuals.
- Administrative skills required for such tasks as preparing, monitoring and analyzing forecasts; preparing performance appraisals and conducting interviews; and carrying out company/department policies and procedures.

**Experience Requirements**

- Extensive (15+) years of experience in operations, engineering, system risk management and its mitigation.
- Multiple years (5+) of supervisory/leadership experience.

Requirements are representative of minimum levels of knowledge, skills, and abilities. To perform the position successfully, the incumbent will need to demonstrate the use of these knowledge, skills, and abilities at an "Effective" level.

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor

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**Positions Supervised**

- Director, Asset Programs
- Director of Budgets

## Manager, Asset Management M244

### Physical Requirements

Only items that are necessary to perform the "fundamental" responsibilities of the position are indicated.

"F" for Frequently:

Daily, several times a week, weekly

"O" for Occasionally:

Monthly, Couple times a year

<input type="checkbox"/>	Standing
<input type="checkbox"/>	Walking
<input type="checkbox"/>	Sitting
<input type="checkbox"/>	Climbing Ascending or descending ladders, stairs, or other objects.
<input type="checkbox"/>	Balancing on narrow, slippery, or erratically moving surfaces.
<input type="checkbox"/>	Stooping, kneeling, crouching, crawling, and/or squatting
<input type="checkbox"/>	Handling Working with hands, arms or fingers.
<input type="checkbox"/>	Feeling Perceiving attributes such as size, shape, temperature or texture.
<input type="checkbox"/>	Ability to follow written/oral instructions

<input type="checkbox"/>	Lifting/Carrying below 25 lbs.
<input type="checkbox"/>	26 to 50 lbs.
<input type="checkbox"/>	above 50 lbs.
<input type="checkbox"/>	Vision acuity the ability to see clearly 20 feet or more
<input type="checkbox"/>	Color vision the ability to identify and distinguish different colors.
<input type="checkbox"/>	Night vision the ability to perform work at night with the use of portable lighting.
<input type="checkbox"/>	Talking
<input type="checkbox"/>	Hearing
<input type="checkbox"/>	Ability to perform simple, repetitive tasks for an extended period of time
<input type="checkbox"/>	Ability to perform complex and varied tasks for an extended period

### Environmental Conditions

The employee will be exposed to the following environmental conditions in performing the "fundamental" responsibilities of the position.

<input type="checkbox"/>	Extreme Cold cold temperatures for an hour or more	<input type="checkbox"/>	Working Outdoors may be during prevailing weather/climate conditions
<input type="checkbox"/>	Extreme Heat warm/hot temperatures for an hour or more	<input type="checkbox"/>	Hazardous Conditions potentially life-threatening situations
<input type="checkbox"/>	Wetness	<input type="checkbox"/>	Work above 5 feet
<input type="checkbox"/>	Use of personal protective equipment (hard hats, respirator, leather gloves, rubber glove, safety shoes, nomex clothing)	<input type="checkbox"/>	Work above 70 feet
<input type="checkbox"/>	Work in emergency/potentially "high stress" situations	<input type="checkbox"/>	Work on mountain trails/cliff sides
<input type="checkbox"/>	Noise At least 80 decibels		

Job responsibilities are subject to possible modification to reasonably accommodate individuals with disabilities.

Some job requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other individuals.



**HAWAIIAN ELECTRIC COMPANY**  
**MERIT**  
**POSITION DESCRIPTION**

**Position Title:** Director, Energy Delivery Budgets  
**Department:** Asset Management  
**Reports to:** Manager, Asset Management

**Job Code:** S2652

**Role:** F

**FLSA:** P

**Date:** 9/15/2008

**Primary Role/Function**

Develop, update and adjust the Capital and O&M Budgets of Energy Delivery for all Asset Management programs. Adjust priorities, schedules and budgets in a fast paced, constantly evolving and unpredictable environment. Monitor the Capital and O&M Budgets and make appropriate interventions as required. Communicate extensively to team members at all levels in Energy Delivery to respond to and implement changes.

**Job Responsibilities**

- \* 50% Translate the replacement and repair of assets determined by the Director of Asset Programs and the Asset Program Managers into financial requirements and plans. Determine the best mix of Capital and O&M expenditures and Cash Flow to positively impact Corporate Earnings. Adapt financial priorities in a fast paced, continuously evolving and unpredictable environment. Be alert to ongoing adjustments needed to influence Earnings. Generate scenarios for Executives of alternate options available to defer or accelerate expenditures, and switch amongst Capital and O&M as needed. Ensure integrity of processes used. Monitor and report compliance with Budgets on a *daily* basis with future projections to eliminate surprises for Executives. Develop short term, intermediate term and long term (20 years +/-) financial requirements for asset replacements and repair.
- \* 20% Directs the Energy Delivery Financial Administrators towards the collection, compilation, and analysis of all financial and cost data in the execution of projects and programs. Identifies waste in the system while proposing solutions for its reduction. Identifies opportunities where costs can be streamlined. Helps the client organizations to implement changes to meet or exceed industry financial benchmarks. Communicates regularly and clearly with peers in the client organizations. Keeps an updated log of all the improvements and gains made for Energy Delivery to justify the funding for the Asset Management Department. Sets up integrated and automated processes for data and information collections. Periodically audits and tests the process for integrity.

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*	15%	Becomes the repository for all Rate Case cost information along with all supporting documentation for these assets. Works with all the Rate Case witnesses to ensure all costs disbursed are logged, justified and captured. Interacts with the PUC, CA and other Govt agencies as needed.
*	10%	Supports the Asset Manager, Director of Assets, Executives, Energy Delivery Management team and their organizations in the development of systems, processes, procedures and information technology tools to facilitate a smooth and effective functioning of the Process area.
*	5%	Trains, coaches and mentors the Energy Delivery Financial Administrators to succeed in their position and become a valuable asset to the effort.

\* Denotes a "Fundamental Responsibility"

Director, Energy Delivery Budgets S2652

**Minimum Qualifications**

***Knowledge Requirements:***

- Understand the Energy Delivery system and its interconnections with the transmission, subtransmission and distribution systems, the preponderance, severity and consequences of threats and what is needed to mitigate them.
- Understand the types of threats, their impact, how to sense and spot them, how they escalate if they are not addressed and what is needed to mitigate them. Is able to rate the threats in terms of impact and consequences.
- Understand the costs and penalties associated with mitigating threats: Capital and O&M costs, speed of response, etc.
- Understand processes and how to streamline them.
- Good understanding of HECO's culture and how best to influence change towards an active and concerted asset management approach.
- Registered in Hawaii as a Professional Engineer. Must possess a Bachelor's Degree in Engineering or equivalent. A Masters Degree in Business Administration, knowledge of budgeting, finance, business and project management are highly desirable.
- Thorough knowledge of the principles of supervision, normally acquired through related training, and a few years of experience in supervising people. Ability to mentor and coach people.
- Working knowledge of personal computers and/or mainframe systems and related software applications such as; spreadsheets, word processing, use of Ellipse, Pillar, etc.

Director, Energy Delivery Budgets S2652

**Skills Requirements**

- Ability to manage complex risk management parameters such as: nature of failure, impact on the system, impact on community, political and media risk, financial impact, and other consequences stemming from a delayed replacement. Exercise sound judgment to effectively prioritize replacements, and be able to present justifications persuasively and influence a vast mix of different constituents with conflicting agendas. Be open to other perspectives and suggestions. Evaluate them and make the right choices to develop optimal solutions.
- Budgeting and financial skills to develop Capital and O&M forecasts and budgets. Use appropriate tools as needed. Ability to track execution of the work to conform to agreed upon schedules, costs and benchmarks; identify improvements to appropriate people in the client organization and help them implement change as needed.
- Ability to act as a credible Rate Case witness if needed to assemble the submittal and provide testimony.
- Work with people at all levels in other Departments to catalyze meaningful change.
- Strong interpersonal skills to influence, motivate, and persuade various groups or individuals at different levels, and in the absence of any direct authority. Ability to handle difficult and/or sensitive issues while using tact, courtesy and discretion.
- In-depth analytical and computational skills.
- Excellent written and oral communication skills.
- Supervisory/leadership skills and abilities to work with a variety of individuals occasionally dealing with sensitive, difficult or confrontational issue.
- Ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities.
- Ability to conceptualize new ideas quickly.

**Experience Requirements**

- Multiple (8+) years experience dealing with the planning, design and working with the Energy Delivery system, with (3-5) years of experience managing projects.
- Experience in providing testimony and fielding questions at public hearings and governmental meetings is highly desirable.

Requirements are representative of minimum levels of knowledge, skills, and abilities. To perform the position successfully, the incumbent will need to demonstrate the use of these knowledge, skills, and abilities at an "Effective" level.

**Positions Supervised**

NA

## Director, Energy Delivery Budgets S2652

### Physical Requirements

Only items that are necessary to perform the "fundamental" responsibilities of the position are indicated.

"F" for Frequently:

Daily, several times a week, weekly

"O" for Occasionally:

Monthly, Couple times a year

F	Standing
F	Walking
F	Sitting
F	Climbing Ascending or descending ladders, stairs, or other objects.
	Balancing on narrow, slippery, or erratically moving surfaces.
F	Stooping, kneeling, crouching, crawling, and/or squatting
F	Handling Working with hands, arms or fingers.
F	Feeling Perceiving attributes such as size, shape, temperature or texture.
F	Ability to follow written/oral instructions

F	Lifting/Carrying below 25 lbs.
	26 to 50 lbs.
	above 50 lbs.
F	Vision acuity the ability to see clearly 20 feet or more
F	Color vision the ability to identify and distinguish different colors.
	Night vision the ability to perform work at night with the use of portable lighting.
F	Talking
F	Hearing
F	Ability to perform simple, repetitive tasks for an extended period of time
F	Ability to perform complex and varied tasks for an extended period

### Environmental Conditions

The employee will be exposed to the following environmental conditions in performing the "fundamental" responsibilities of the position.

	Extreme Cold cold temperatures for an hour or more	O	Working Outdoors may be during prevailing weather/climate conditions
	Extreme Heat warm/hot temperatures for an hour or more		Hazardous Conditions potentially life-threatening situations
O	Wetness		Work above 5 feet
O	Use of personal protective equipment (hard hats, respirator, leather gloves, rubber glove, safety shoes, nomex clothing)		Work above 70 feet
	Work in emergency/potentially "high stress" situations		Work on mountain trails/cliff sides
O	Noise At least 80 decibels		

Job responsibilities are subject to possible modification to reasonably accommodate individuals with disabilities.

Some job requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other individuals.

**HAWAIIAN ELECTRIC COMPANY**  
**MERIT**  
**POSITION DESCRIPTION**

**Position Title:** Director, Asset Programs  
**Department:** Asset Management.  
**Reports to:** Manager, Asset Management, Energy Delivery

**Job Code:** S2653

**Role:** FS

**FLSA:** E

**Date:** 10/22/2008

**Primary Role/Function**

Responsible to systematically identify, evaluate, validate and prioritize assets "system wide", including the transmission, substation and distribution systems, due for repairs and replacements, to derive the highest value from them. Estimates the Risk and timeliness and makes replacement and repair recommendations for approval. Manages multiple, complex and conflicting tradeoffs of cost, performance and risk. Supports the Director of Budgets to arrive at the best decision to impact cash flow and earnings. Audits the execution and progress milestones. Helps Operating Departments exceed expectations in terms of cost, schedule, and industry benchmarks, while still managing reliability risk.

**Job Responsibilities**

- \* 50% Sets priorities, directs and manages a team of Asset Program Managers to work effectively with Asset Owners, and Technical or Equipment Experts to identify and rationally prioritize assets (poles, cables, Vegetation Management) due for replacement and repair, while weighing risks to the Energy Delivery system. May also work as an Program Manager for a particular area. Ensures integrity of processes used. Manages reliability and financial risks to the Energy Delivery system. Will collaborate closely with the Director of Budgets for Energy Delivery and HECO Executives to change priorities on an ongoing basis if needed adapt to a fast changing economic climate, and influence Corporate Earnings and cash flow. Communicate and create acceptance of changing priorities with Operating Departments.  
Populates and keeps current the short term, intermediate and long term (20 years +) replacements' and repairs' requirements.
- \* 20% Follows up on the execution of correct Priorities, Projects and Programs to ensure they are meeting / exceeding expectations of cost, schedule, and performance. Helps the client organization implement changes to meet / exceed the industry benchmarks. Communicates regularly with peers in the client organizations. Keeps an updated log of all the improvements and gains made for Energy Delivery to justify self funding for the Asset Management Department.

*	15%	Monitors daily and hourly operational information to adjust assessments of risk and make changes to strategy as needed. May recommend immediate action if needed. Monitors and analyzes trends in system failures very closely and carefully. Raises the alarm as needed regarding any unacceptable trending of developing threats and propose solutions to preempt them. Initiates root cause failure investigations as needed and coordinates additional resources if required.
*	10%	Ensures Program Managers are well trained, coaches and mentors them to succeed, including the ability to influence change management. Supervises and administers divisional personnel matters including performance appraisals, interviews, and employee guidance, recognition, and support.
*	5%	Supports the Asset Manager, Executives, Department Managers and the Program Managers in the development of systems, processes, procedures. Informational and technological tools to facilitate a smooth and effective functioning of the department and Energy Delivery Process area

\* Denotes a "Fundamental Responsibility"

Director, Asset Programs S2653

**Minimum Qualifications**

***Knowledge Requirements:***

- Understand the Energy Delivery system and its interconnections with the transmission, subtransmission and distribution systems, the preponderance, severity and consequences of threats and what is needed to mitigate them.
- Understand the types of threats, their impact, how to sense and spot them, how they escalate if they are not addressed and what is needed to mitigate them. Is able to rate the threats in terms of impact and consequences.
- Understand the costs and penalties associated with mitigating threats: Capital and O&M costs, speed of response, etc.
- Understanding of processes and how to streamline them. Good understanding of HECO's culture and how best to influence change towards an active and concerted asset management approach.
- Registered in Hawaii as a Professional Engineer. Must possess a Bachelor's Degree in Engineering or equivalent. A Masters Degree in Business Administration is highly desirable; including knowledge of budgeting, finance, business and project management.
- Thorough knowledge of the principles of supervision, normally acquired through related training, and several years experience in supervising people. Ability to mentor and coach people.
- Working knowledge of personal computers and/or mainframe systems and related software applications such as; spreadsheets, word processing, use of Ellipse, Pillar, etc.



Director, Asset Programs S2653

Skills Requirements

- Must have ability to manage complex risk management parameters such as: nature of failure, impact on the system, impact on community, political and media risk, financial impact, other consequences stemming from a delayed replacement. Ability to evaluate both analytical and qualitative data, be able to make judgment calls as to what is more important and how the overall risk and financial optimization can be achieved. Be able to work with ambiguous data, if required. Prioritize replacements and be able to present justifications persuasively and influence a vast mix of different constituents with conflicting agendas. Be open to other perspectives and suggestions. Evaluate them and make the right choices to develop optimal solutions.
- Budgeting and financial skills to assist with the development of Capital and O&M forecasts and budgets. Use appropriate tools as needed. Ability to track execution of the work to conform to agreed upon schedules, costs and benchmarks; identify improvements to appropriate people in the client organization and help them implement change as needed.
- Ability to be a credible Rate Case witness if needed to assemble the submittal and provide testimony.
- Work with people at all levels in other Departments to catalyze meaningful change.
- Strong interpersonal skills to influence, motivate, and persuade various groups or individuals at different levels, and in the absence of any direct authority. Ability to handle difficult and/or sensitive issues while using tact, courtesy and discretion.
- In-depth analytical and computational skills.
- Excellent written and oral communication skills.
- Supervisory/leadership skills and abilities to work with a variety of individuals occasionally dealing with sensitive, difficult or confrontational issue.
- Ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities.
- Ability to conceptualize new ideas quickly.

Experience Requirements

- Multiple (8+) years experience dealing with the planning, design and working with the Energy Delivery system, with (3-5) years of experience managing projects.
- Experience in providing testimony and fielding questions at public hearings and governmental meetings is highly desirable.

Requirements are representative of minimum levels of knowledge, skills, and abilities. To perform the position successfully, the incumbent will need to demonstrate the use of these knowledge, skills, and abilities at an "Effective" level.

Positions Supervised

Title

Program Manager (2)

## Director, Asset Programs S2653

### Physical Requirements

Only items that are necessary to perform the "fundamental" responsibilities of the position are indicated.

"F" for Frequently:

Daily, several times a week, weekly

"O" for Occasionally:

Monthly, Couple times a year

<input type="checkbox"/>	F	Standing
<input type="checkbox"/>	F	Walking
<input type="checkbox"/>	F	Sitting
<input type="checkbox"/>	F	Climbing Ascending or descending ladders, stairs, or other objects.
<input type="checkbox"/>		Balancing on narrow, slippery, or erratically moving surfaces.
<input type="checkbox"/>	F	Stooping, kneeling, crouching, crawling, and/or squatting
<input type="checkbox"/>	F	Handling Working with hands, arms or fingers.
<input type="checkbox"/>	F	Feeling Perceiving attributes such as size, shape, temperature or texture.
<input type="checkbox"/>	F	Ability to follow written/oral instructions

<input type="checkbox"/>	F	Lifting/Carrying below 25 lbs.
<input type="checkbox"/>		26 to 50 lbs.
<input type="checkbox"/>		above 50 lbs.
<input type="checkbox"/>	F	Vision acuity the ability to see clearly 20 feet or more
<input type="checkbox"/>	F	Color vision the ability to identify and distinguish different colors.
<input type="checkbox"/>		Night vision the ability to perform work at night with the use of portable lighting.
<input type="checkbox"/>	F	Talking
<input type="checkbox"/>	F	Hearing
<input type="checkbox"/>	F	Ability to perform simple, repetitive tasks for an extended period of time
<input type="checkbox"/>	F	Ability to perform complex and varied tasks for an extended period

### Environmental Conditions

The employee will be exposed to the following environmental conditions in performing the "fundamental" responsibilities of the position.

<input type="checkbox"/>		Extreme Cold cold temperatures for an hour or more
<input type="checkbox"/>		Extreme Heat warm/hot temperatures for an hour or more
<input type="checkbox"/>	O	Wetness
<input type="checkbox"/>	O	Use of personal protective equipment (hard hats, respirator, leather gloves, rubber glove, safety shoes, nomex clothing)
<input type="checkbox"/>		Work in emergency/potentially "high stress" situations
<input type="checkbox"/>	O	Noise At least 80 decibels
<input type="checkbox"/>	O	Working Outdoors may be during prevailing weather/climate conditions
<input type="checkbox"/>		Hazardous Conditions potentially life-threatening situations
<input type="checkbox"/>		Work above 5 feet
<input type="checkbox"/>		Work above 70 feet
<input type="checkbox"/>		Work on mountain trails/cliff sides

Job responsibilities are subject to possible modification to reasonably accommodate individuals with disabilities.

Some job requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other individuals.

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor

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**HAWAIIAN ELECTRIC COMPANY**  
**MERIT**  
**POSITION DESCRIPTION**

**Position Title:** Program Manager  
**Department:** Asset Management Department  
**Reports to:** Manager, Asset Management, Energy Delivery

**Job Code:** S2655

**Role:** TC

**FLSA:** P

**Date:** 9/15/08

**Primary Role/Function**

Responsible to identify, evaluate, validate and prioritize particular assets in the Energy Delivery system systematically to derive the highest value from them; estimates Reliability and Financial risk requirements, and makes repair or replacement recommendations for approval. Reviews the execution and progress milestones, and helps Operating Departments exceed expectations in terms of cost, schedule, and industry benchmarks.

**Job Responsibilities**

- \* 50% Responsible for the projects and programs of particular assets by working closely and effectively with Asset Owners, Technical or Equipment Experts and Service Providers to identify and rationally prioritize assets due for maintenance, repair or replacement, along with the Capital and O&M costs and risks for the operating system. Ensures integrity of processes used. Prioritizes the specific assets within its class which are due for replacement, using industry and experience criteria. Endeavors to mitigate reliability, social, political and financial risks at all times; decisions made are transparent, fiscally sound and can withstand scrutiny and the test of time. Sets priorities and schedules for conducting specific inspections of assets. Reviews the inspection process, tools and technologies utilized as being current and effective, and interpretation of data, to ensure it conforms to industry standards. Points out deficiencies and helps client organization improve. Very well versed with the latest methods and technologies in the industry and endeavors to bring them in house. Populates and keeps current the short term, intermediate and long term Capital and O&M budget requirements, to be used to adapt to a fast changing economic climate.
- \* 20% Responsible for the execution of projects and programs to ensure they are meeting or exceeding expectations of cost, schedule, and performance. Helps the client organization to implement changes to meet or exceed the industry benchmarks. Communicates clearly and regularly with peers in the client organizations. Keeps an updated log of all the improvements and gains made for Energy Delivery to justify the self funding for the Asset Management Department.

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor

- \* 15% Reviews operational information to respond to reliability risks and recommends immediate appropriate courses of action. Monitors and analyzes trends in asset failures very closely and carefully. Raises the alarm as needed by being alert to any trends of unacceptable threats developing and what is needed to preempt them. Regularly confers with other Program Managers to determine trends, lessons learned and initiates root cause failure investigations as needed. Relies on Technical and Equipment Experts as needed.
- \* 10% Keeps up to date with the latest thinking in the industry and in other utilities, the progress and success being made, how cultures are being changed, challenges faced and resolved. Very adept at change management.
- \* 5% Supports the Manager and Director in the development of systems, processes, procedures and whatever else is needed to facilitate a smooth and effective functioning of the department.

Denotes a "Fundamental Responsibility"

#### **Minimum Qualifications**

##### **Knowledge Requirements:**

- Extensive knowledge of specific assets such as: poles, structures, cables, transmission and distribution systems, Substation transformers and Breakers, etc. Must possess high credibility in specific areas. Also familiar with the processes and procedures required to test, repair and maintain the specific asset to elongate their life to reduce the lifecycle cost.
- Extensive knowledge of lifecycle cost optimization and risk mitigation. Be aware of different types of risk and what can be some of the focal events to suddenly escalate risk beyond the normal range. Know the importance of mitigating risk and the tradeoffs between Capital and O&M costs with their impact on earnings.
- Understanding of processes and how to streamline them. Understanding of importance of HECO's culture and what can be done to help people succeed in such an environment.
- Registered in Hawaii as a Professional Engineer in Civil, Structural, Mechanical, or Electrical branch. Must possess a Bachelor's Degree in Engineering. A Masters Degree in Business Administration, knowledge of budgeting, finance, business and project management highly desirable.
- Working knowledge of personal computers and/or mainframe systems and related software applications such as; spreadsheets, Excel, word processing, use of Ellipse, Pillar, MS Project, etc.

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## Program Manager S2655

### Skills Requirements

- Must have in depth knowledge and skill in working with specific chosen assets they will be managing including what causes them to fail, nature of failure, life expectancy, costs associated with repair and replacements, industry knowledge and wisdom about repair versus replace criteria and continuum, economics, lead times for replacement, optimal inventory levels to carry, etc. Understands how the lifecycle costs can be optimized, the strategies and current thinking including the value gained and importance of inspections, how they should be conducted, benchmarks, integrity of data collections, interpretation of data and conversation into information, correctness of decision making, timely cycles of inspections, criticality of assets and circuits, etc. Understands how assets rate differently even within the same asset class, even similar failures can have totally different impacts, which affect their replacement strategies and costs, etc., including the criteria for asset replacement, how they are rated on criticality and how they compare amongst different assets and the reasons why.
- Have a strong sense of risk identification, management and mitigation. Be able to make judgment calls especially in the face of ambiguous data and information. Understand the impact of failure on the system, impact on community, political and media risk, financial impact, other consequences stemming from a delayed replacement.
- Budgeting and financial skills to develop Capital and O&M forecasts and budgets. Use appropriate tools as needed. Ability to track execution of the work to conform to agreed upon schedules, costs and benchmarks; identify improvements to appropriate people in the client organization and help them implement change as needed.
- Have the ability to provide support in preparing submittals for the Rate Case if needed.
- Strong analytical skills. Ability to evaluate both analytical and qualitative data, be able to make judgment calls as to what is more important and how the overall risk and financial optimization can be achieved. Be able to work with ambiguous data, if required. Prioritize replacements and be able to present justifications persuasively and influence a vast mix of different constituents with conflicting agendas. Be open to other perspectives and suggestions. Evaluate them and make the right choices to develop optimal solutions.
- Ability to work closely with and influence Asset Owners, Technical or Equipment Experts and others as needed across all levels of management.
- Work with people at all levels in other Departments to catalyze meaningful change successfully.
- Handle sensitive situations in the absence of any direct authority. Ability to handle difficult and/or sensitive issues while using tact, courtesy and discretion.
- Ability to remain flexible in a demanding work environment and adapt to rapidly changing priorities.
- In-depth analytical, computational, organizational and time-priority management skills. Must be a self starter and demonstrate initiative and drive.

### Experience Requirements

- Extensive (8+ years) experience as an Asset Owner, working with people, managing data collection and analysis, project manager, with large complex projects, preferably within the electric utility industry.
- Several (3-5) years of supervisory experience are desirable.

Requirements are representative of minimum levels of knowledge, skills, and abilities. To perform the position successfully, the incumbent will need to demonstrate the use of these knowledge, skills, and abilities at an "Effective" level.

## Program Manager S2655

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Positions Supervised

NA

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor

## Program Manager S2655

### Physical Requirements

Only items that are necessary to perform the "fundamental" responsibilities of the position are indicated.

"F" for Frequently:

Daily, several times a week, weekly

"O" for Occasionally:

Monthly, Couple times a year

F	Standing
F	Walking
F	Sitting
F	Climbing Ascending or descending ladders, stairs, or other objects.
	Balancing on narrow, slippery, or erratically moving surfaces.
F	Stooping, kneeling, crouching, crawling, and/or squatting
F	Handling Working with hands, arms or fingers.
F	Feeling Perceiving attributes such as size, shape, temperature or texture.
F	Ability to follow written/oral instructions

F	Lifting/Carrying below 25 lbs.
	26 to 50 lbs.
	above 50 lbs.
F	Vision acuity the ability to see clearly 20 feet or more
F	Color vision the ability to identify and distinguish different colors.
O	Night vision the ability to perform work at night with the use of portable lighting.
F	Talking
F	Hearing
O	Ability to perform simple, repetitive tasks for an extended period of time
F	Ability to perform complex and varied tasks for an extended period

### Environmental Conditions

The employee will be exposed to the following environmental conditions in performing the "fundamental" responsibilities of the position.

	Extreme Cold cold temperatures for an hour or more	O	Working Outdoors may be during prevailing weather/climate conditions
	Extreme Heat warm/hot temperatures for an hour or more		Hazardous Conditions potentially life-threatening situations
	Wetness		Work above 5 feet
O	Use of personal protective equipment (hard hats, respirator, leather gloves, rubber glove, safety shoes, nomex clothing)		Work above 70 feet
	Work in emergency/potentially "high stress" situations		Work on mountain trails/cliff sides
O	Noise At least 80 decibels		

Job responsibilities are subject to possible modification to reasonably accommodate individuals with disabilities.

Some job requirements may exclude individuals who pose a direct threat or significant risk to the health and safety of themselves or other individuals.

This position description in no way states or implies that these are the only duties/functions to be performed by the incumbent. Employee will be required to follow any other job-related duties/functions assigned by the supervisor